www.ijip.in | e-ISSN 2348-5396 | p-ISSN: 2349-3429

Volume 3, Issue 3 May 2016 | Special Issue

Exploring the Correlates of Knowledge Management

Shivani Verma

ISSN 2348-5396

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The International Journal of INDIAN PSYCHOLOGY

The International Journal of
INDIAN PSYCHOLOGY

Volume 3
I s s u e 3

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April to June, 2016

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THE INTERNATIONAL JOURNAL OF INDIAN PSYCHOLOGY

This Issue (Volume 3, Issue 3, Special Issue) Published, June, 2016
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Headquarters;
REDSHINE Publication, 88, Patel Street, Navamuvada, Lunawada, Gujarat, India, 389230
Customer Care: +91 99 98 447091

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ISSN (Online) 2348-5396
ISSN (Print) 2349-3429
ZDB: 2775190-9
IDN: 1052425984
CODEN: IJIPD3
OCLC: 882110133
WorldCat Accession: (DE-600) ZDB2775190-9
ROAR ID: 9235
Impact Factor: 5.10 (2015) from the Research Bible
ISBN: 978-1-365-16014-1
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Price: 500 INR/- | $ 8.00 USD
2016 Edition

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Publishing fees, ₹ 500 OR $ 15 USD only (online and print both)

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Message from the Desk of Editor

This gives me an immense pleasure to announce that 'RED'SHINE Publication, Inc' is coming out with its third volume of peer reviewed, international journal named as 'The International Journal of Indian Psychology. IJIP Journal of Studies'is a humble effort to come out with an affordable option of a low cost publication journal and high quality of publication services, at no profit no loss basis, with the objective of helping young, genius, scholars and seasoned academicians to show their psychological research works to the world at large and also to fulfill their academic aspirations.

The International Journal of Indian Psychology welcomes submissions that explore the social, educational and psychological aspects of human behavior as related to human. Because The International Journal of Indian Psychology takes a broad and inclusive view of the study of both psychology and social science, this publication outlet is suitable for a wide variety of interests. Appropriate submissions could include general survey research, attitudinal measures, research in which criminal justice practitioners are participants, investigations into broad societal issues, or any number of empirical approaches that fit within the general umbrella provided by the journal.

At last, our thanks go out to the members of the journal who have done their best to work at this collaborative effort. May you continue in this wonderful spirit, which, we are sure will sustain your efforts in the future towards enhancing and enriching this journal.

Prof. Suresh Makvana, PhD[1]
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The present issue of the journal is edited & published by RED'SHINE Publication (A unit of RED'MAGIC Networks. Inc) at 86/Shardhdha, 88/Navamuvada, Lunawada, Gujarat-India, 389230

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ACKNOWLEDGEMENT

Co-ordination, Co-operation and Command of the people at various levels go into the successful accomplishment of any task assigned to me.

I express my deep and sincere gratitude towards **Mr. Raghvendra Prasad, Senior Manager, PMI, NTPC NOIDA**, for guiding me, in spite of his busy schedule, has always been there for me with his invaluable time and guidance.

I express sincere gratitude towards **Prof. (Dr.) Abha Singh,**Dean Faculty of Arts, Humanities, Journalism and Communication & Social Sciences, Director AIPS & Acting Head, AIBHAS, Professor – Psychology & Behavioural Science. She has been a real source of inspiration throughout the learning journey.

I am extremely grateful to my project guide and mentors, **Dr Ritu Sharma and Dr Seema Singh** for assisting me in collecting and implementing a whole lot of information and helping me establishing a clear understanding of the topic and concerns.

Finally, I am thankful to all my friends who directly or indirectly helped me in the completion of the project.

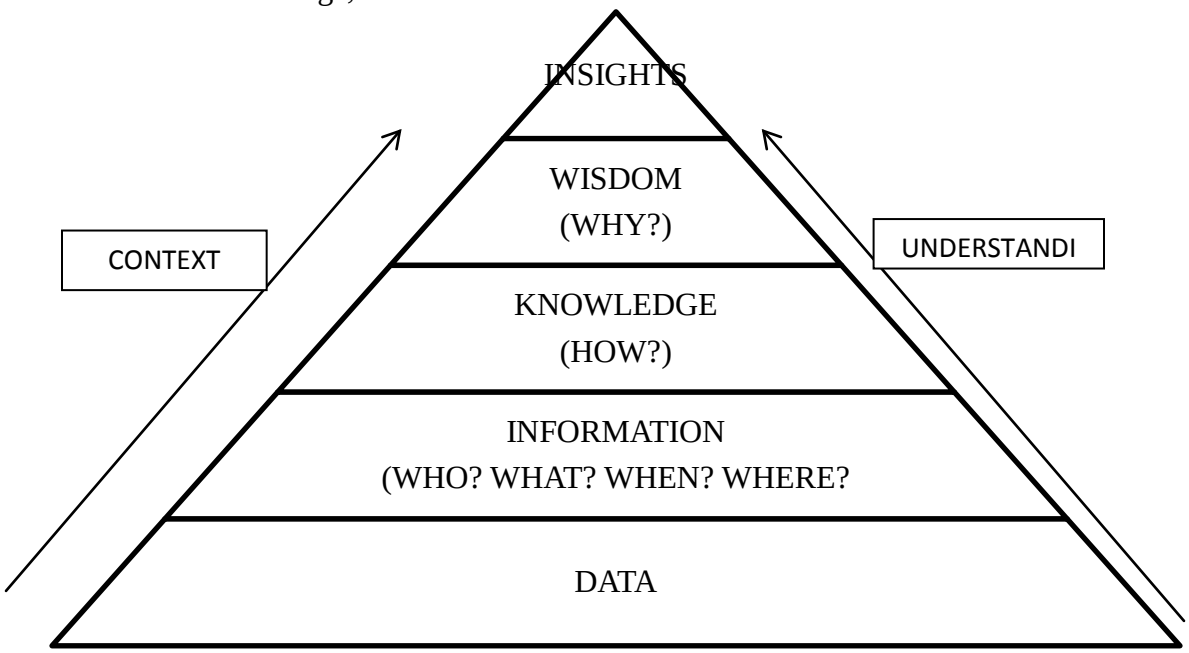
INTRODUCTION

What Is Knowledge?

"Today knowledge has power. It controls access to opportunity and advancement."

Peter F. Drucker

A dictionary definition is "the facts, feelings or experiences known by a person or group of people" (Collins English Dictionary). Knowledge is derived from information. It adds meaning and perspective to information. Knowledge, takes into consideration familiarity, awareness and understanding gained through experience or study, and results from making comparisons, identifying consequences, and making connections. Few researches are of the opinion that wisdom and insights also come under knowledge perspective. In organisational terms, knowledge is generally thought of as being "know how" of doing things, systems or processes, or "applied action".



THE KNOWLEDGE PYRAMID

What Is Knowledge Management?

Knowledge management (KM) is the process of capturing, developing, sharing, and effectively using organizational knowledge. (Davenport, Thomas H. (1994.)It refers to a multi-disciplined approach to achieving organizational objectives by making the best use of knowledge.

Knowledge refers to the intellectual capital owned by organizational human capital: know-how & expertise, core competencies, skills, market experiences, experiential learning, etc. Knowledge management creates value and facilitates organization to turn its human capital into intellectual capital.

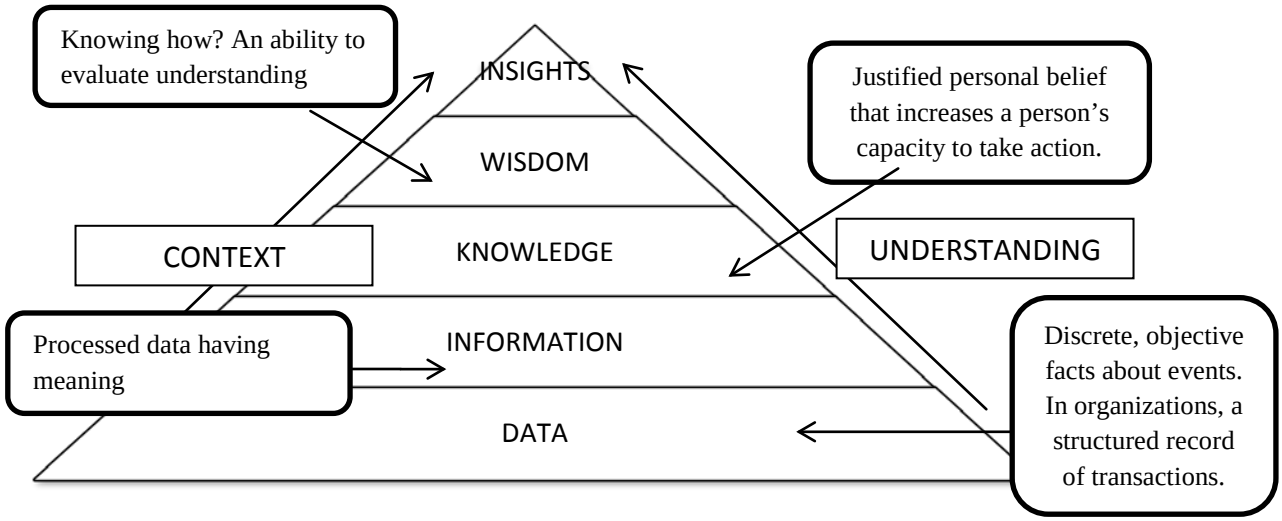
It is a process that transforms individual knowledge into organizational knowledge.

Through creating, accumulating, organizing and utilizing knowledge, organizations can enhance its performance.

It enables people collaboration and connects them to expertise. The ability to quickly find a subject matter expert and get the answer to a question or assistance in resolving a problem is a priority in knowledge management.

It prevents companies from constantly reinventing the wheel, hence the decreasing supply of talent, the retiring baby boomer generation, the employee turnover etc.

This discipline enables organizations to identify, understand, build and leverage their core competencies and skills. Businesses that learn to harness their Knowledge Assets reap its benefits in the form of sustainable and profitable growth and maintaining the edge in the market too.



THE KNOWLEDGE PYRAMID WITH RESPECT TO KNOWLEDGE MANAGEMENT

Definitions Of Knowledge Management

"The creation and subsequent management of an environment, which encourages knowledge to be created, shared, learnt, enhanced, organized and utilized for the benefit of the organisation and its customers." **(Abell & Oxbrow, 2001)**

"Knowledge management is a process that emphasizes generating, capturing and sharing information know how and integrating these into business practices and decision making for greater organisational benefit." **(Maggie Haines)**

"The capabilities by which communities within an organization capture the knowledge that is critical to them, constantly improve it, and make it available in the most effective manner to those people who need it, so that they can exploit it creatively to add value as a normal part of their work." **BSI's A Guide to Good Practice in KM**

"Knowledge is power, which is why people who had it in the past often tried to make a secret of it. In post-capitalism, power comes from transmitting information to make it

productive, not from hiding it!" **(Peter Drucker)**

"Knowledge management involves efficiently connecting those who know with those who need to know and converting personal knowledge into organizational knowledge." Yankee Group

"Knowledge management is not about data, but about getting the right information to the right people at the right time for them to impact the bottom line." **IBM**

"The capability of an organization to create new knowledge, disseminate it throughout the organization and embody it in products, services and systems." **(Nonaka& Takeuchi, 1995)**

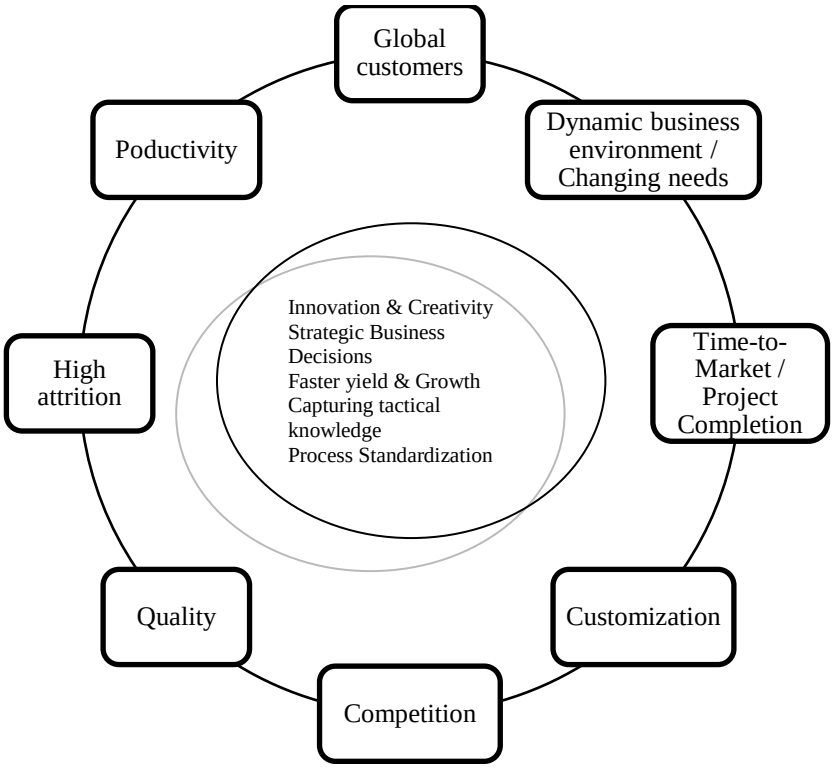
"Knowledge management is a relatively young corporate discipline and a new approach to the identification, harnessing and exploitation of collective organisational information, talents, expertise and know-how." **Office of thee-Envoy, 2002**

"Knowledge management is the explicit and systematic management of vital knowledge and its associated processes of creating, gathering, organizing, diffusion, use and exploitation. It requires turning personal knowledge into corporate knowledge that can be widely shared throughout an organization and appropriately applied." **(David J Skyrme, 1997)**

Why Do We Need Knowledge Management?

We need knowledge management for the following purposes:

- Improving business decisions and building on strategic decision making. Thanks to facilitated access to expertise and to leading practices
- Enhancing efficiency and output, productivity and work smarter by reducing cases of "reinventing the wheel"
- Improving innovation and creativity through wider and borderless collaboration
- Reducing loss of know-how by capturing explicit and tacit knowledge
- Speeding productivity with on-board trainings and timely access to knowledge
- Increasing customer satisfaction and aiming towards customer delight by delivering value insights
- Building quality assurance and ability to collaborate by standardized way of work and enabling discussions with leading experts.



Do we know everything we need to know or are there gaps in our knowledge? Of course there are.

Do we actually share what we know? Is the knowledge of individuals available to the whole organisation? Numerous times we lose valuable knowledge and expertise when a company's employee changes job. How many times have we "reinvented the wheel" when we could have learned from someone else's experience?

Clearly our knowledge has not always been applied to best effect, and we have fallen behind the times. How many times have we had an idea about how a process or an activity could be improved, but felt we lacked the time or resources to do anything about it? How many times have we had an idea that might help our colleagues, but we keep quiet because our colleagues might not appreciate us "telling them how to do their job"? How many times have we implemented a new initiative, only to find we reverted back to the "old way" a few months later? These are just a few examples.

A Brief History Of Knowledge Management

It evolved from researchers the Peter Drucker in the 1970s, Karl-Erik Sveiby in the late 1980s, and Nonaka and Takeuchi in the 1990s. During that time, economic, social and technological changes were transforming the way that companies worked. Globalisation trends were starting and bringing new opportunities and dynamic increase in completive environment. Companies responded by laying off, mergers and acquisitions process re-engineering and outsourcing. Many streamlined their

workforce and boosted their productivity and their profits by using technological development in IT infrastructure. However their successes in doing so came with a price. Many lost company knowledge as they grew smaller. And many lost company knowledge as they grew bigger – they no longer "knew what they knew".

By the early 1990s the industry experts, academicians, and consultants were talking about knowledge management as "the" new business practice, and it began to appear in more and more business journals and on conference agendas. By the mid-1990s, it became widely acknowledged that the competitive advantage of some of the world's leading companies was being carved out from those companies' knowledge assets such as competencies, customer relationships and innovations. Managing knowledge therefore suddenly became the most pivotal business priority as other companies sought to follow the market leaders.

Most organizations opted of implementing "knowledge management solutions", focusing almost entirely on knowledge management tools and technologies. However the success rate was limited, and people began to ponder about whether knowledge management wasn't simply another fad that looked great on paper, but in real circumstances, it did not deliver. Initially, for a while, it appeared as if knowledge management was destined to be confined to the "management fad graveyard". However on looking closely, companies realised that it wasn't the conceptual framework of knowledge management that was the problem as such, but rather the way it was taken up.

Reasons for their limited success included:

- The emphasis was on the technological aspect rather than the business and its people.
- Overhype – with consultants and technology vendors cashing in on the latest management fad.
- Organizations shelled out too much money (usually on "fad" technologies) with little or no return on their investments.
- Most knowledge management literature was very conceptual and lacking in practical know-how.
- Knowledge management was not tied into business processes and working style.
- Yet another laborious overhead cost to the organization and yet another new initiative.
- A lack of motivation – employees quite rightly asked the "what's in it for me?" question.

Lately, the organizations realized and are now recognising these early mistakes and are beginning to take a different approach to knowledge management – one in which the emphasis is more on people, behaviours and ways of working, than on technology. The success of KM is still sceptical. A more popular view is that knowledge management may not remain as a distinct discipline, but rather will become embedded in the way organisations work.

What Does Knowledge Management Involve?

It's about promoting the processes by which knowledge is created, shared and used in organisations. It is about taking small steps towards betterment and the changing the way to work in an organization. There are many ways of looking at knowledge management and different organisations will take different approaches. Generally speaking, creating a knowledge environment usually requires changing organisational values and culture, changing people's behaviours and work patterns, and providing people with easy access to each other and to relevant information resources.

In terms of how that is done, the processes of knowledge management are many and varied. As knowledge management is a relatively new concept, organisations are still finding their way and so there is no single agreed way forward or best practice. This is a time of much trial and error. Similarly, to simply copy the practices of another organisation would probably not work because each organisation faces a different set of knowledge management problems and challenges. Knowledge management is essentially about people – how they create, share and use knowledge, and so no knowledge management tool will work if it is not applied in a manner that is sensitive to the ways people think and behave.

That being said, there are of course a whole raft of options in terms of tools and techniques, many of which are not new. Many of the processes that currently fall under the banner of knowledge management have been around for a long time, but as part of functions such as training, human resources, internal communications, information technology, librarianship, records management and marketing to name a few. And some of those processes can be very simple, such as:

- Providing training / guidance and reference material full of "know how" to new staff;
- Conducting exit interviews when staff leave so that their experiential learning is not lost to the organisation;
- Creating online databases of all publications produced by an organisation for easy accessibility.
- Providing ongoing learning so that people can constantly update their knowledge;
- encouraging people with a common interest to network with each other and share their expertise with each other;
- Creating web based content management system making the information much easier to find;
- Redesigning offices to be open plan so that staff and managers are more visible and talk to each other more;
- Putting staff directories online so that people can easilyfind out who does what and where they are;
- Creating intranets so that staff can access all kinds of organizational information and knowledge that might otherwise take a great deal of time and energy to find.

Importance Of Knowledge Management For Organizational Success

The information overload is making knowledge management increasingly more important. Three key reasons why actively managing knowledge is important to a company's success are:

Facilitates decision-making capabilities

The statistical data offer managers a gamut of information but processing large amounts can get in the way of achieving high-quality decisions. GE's Corporate Executive Council (CEC) is an example of how one company put a knowledge management system in place to help executives cut through the noise and clutter, share information, and improve their decision-making. The CEC is composed of the heads of GE's fourteen major businesses and the two-day sessions are forums for sharing best practices, accelerating progress, and discussing successes, failures, and experiences (Garvin, 2000,). While information overload or needing knowledge from people in other parts of the company for decision-making can handicap managers, putting in place knowledge management systems can facilitate better, more informed decisions.

Builds learning organizations by making learning routine

In his book, Learning in Action: A Guide to Putting the Learning Organization to Work, author David Garvin, 2000 notes, "To move ahead, one must often first look behind" (p. 106). The U.S. Army's After Action Reviews (AARs) are an example of a knowledge management system that has helped build the Army into a learning organization by making learning routine. This has created a culture where everyone continuously assesses themselves, their units, and their organization, looking for ways to improve. After every important activity or event, Army teams review assignments, identify successes and failures, and seek ways to perform better the next time (Garvin, 2000,). This approach to capturing learning from experience builds knowledge that can then be used to streamline operations and improve processes.

Stimulates cultural change and innovation

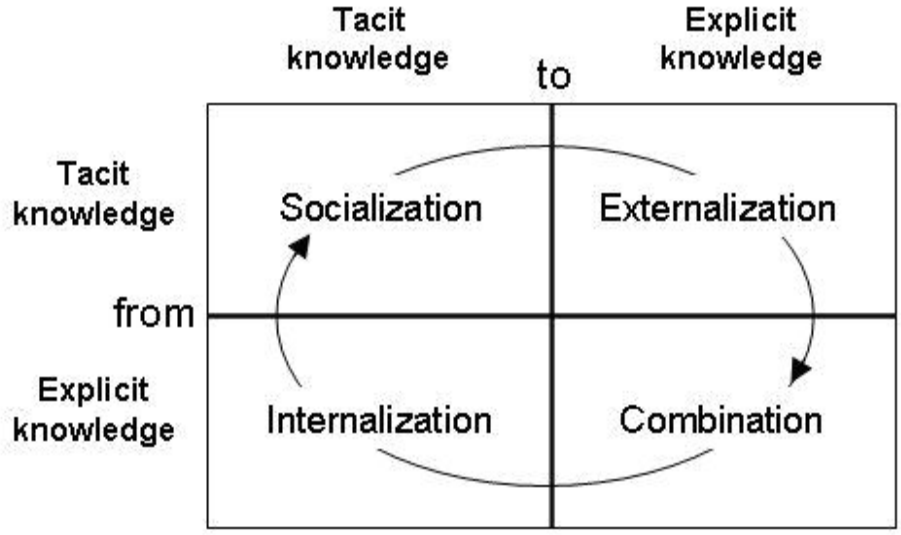
Pro- Actively managing organizational knowledge stimulates organizational developmental interventions cultural change and innovation by encouraging the free flow of ideas. For example, GE's Change Acceleration Process (CAP) program includes management development, business-unit leadership, and focused workshops. CAP was created to not only "convey the latest knowledge to up-and-coming managers" but also "open up dialogue, instill corporate values, and stimulate cultural change" (Garvin, 2000, p. 125). In this complex, global business environment, these types of knowledge management programs can help managers embrace change and encourage ideas and insight, which often lead to innovation.

Principles And Processes Of Knowledge Management

Knowledge in organisations is often classified into two types: explicit and tacit.

Explicit knowledge is knowledge that can be captured and written down in documents or databases. Examples of explicit knowledge include instruction manuals, written procedures, best practices, lessons learned and research findings. Explicit knowledge can be categorised as either structured or unstructured. Documents, databases, and spreadsheets are examples of structured knowledge, because the data or information in them is organised in a particular way for future retrieval. In contrast, e-mails, images, training courses, and audio and video selections are examples of unstructured knowledge because the information they contain is not referenced for retrieval.

Tacit knowledge is the knowledge that people carry in their heads. It's a part of experiential learning. It is much less concrete than explicit knowledge. It's an "unspoken understanding" about something, knowledge that is more difficult to write down in a document or a database. An example might be, knowing how to ride a bicycle – you know how to do it, you can do it again and again, but could you write down instructions for someone to learn to ride a bicycle? Tacit knowledge can be difficult to access, as it is often not known to others. In fact, most people are not aware of the knowledge they themselves possess or of its value to others. Tacit knowledge is considered more valuable because it provides context for people, places, ideas and experiences. It generally requires extensive personal contact and trust to share effectively.



KNOWLEDGE CONVERSION PROCESS BY NONAKA AND TAKEUCHI, 1995
(Source: The knowledge-creating company, Oxford, UK: University Press; 1995)

The above model of knowledge creation has four processes:

Socialization refers to the process involving the conversion of tacit knowledge to tacit knowledge through social interactions (Alavi and Leidner, 2001; Linderman et al., 2004), while **externalization** refers to the process of converting tacit knowledge into

explicit knowledge through process of coding (Alavi and Leidner, 2001; Nonaka, 1994), **Combination** refers to the process of creation of new explicit knowledge from existing explicit knowledge. Finally **internalization** is a process of converting explicit knowledge into tacit knowledge, (Nonaka, 1994)

Ways With Knowledge: Collecting And Connecting

Knowledge management programmes tend to have both a "collecting" and a "connecting" dimension.

The **collecting dimension** involves linking people who have the relevant or the much needed information. It focusses on capturing and disseminating of explicit knowledge through information and communication technologies aimed at codifying, storing and retrieving content, which in principle is continuously updated through computer networks. Through such collections of content, what is learned is made readily accessible to future users.

The **connecting dimension** involves linking people with people – specifically people who need to know with those who do know, and so enhancing tacit knowledge flow through better human interaction, so that knowledge is diffused around the organisation and not just held in the heads of a few. Connecting is necessary because knowledge is embodied in people, and in the relationships within and between organisations. Information becomes knowledge as it is interpreted in the light of the individual's understandings of the particular context.

Examples of connecting initiatives include skills directories and expert directories – searchable online staff directories that give much more detail about who does what and who knows what, collaborative working, communities of practice – networks of people with a common interest, and various "socialisation" activities designed to support knowledge flows. This connecting dimension tends to be the main emphasis in Japanese knowledge programmes. However an organisation that focuses entirely on connecting, with little or no attempt at collecting, can be very inefficient. Such organisations may waste time in "reinventing wheels".

Most knowledge management programmes aim at an integrated approach to managing knowledge, by combining the benefits of both approaches and achieving a balance between connecting individuals who need to know with those who do know, and collecting what is learned as a result of these connections and making that easily accessible to others. For example, if collected documents are linked to their authors and contain other interactive possibilities, they can become dynamic and hence much more useful

Ways With Knowledge: People, Processes And Technology

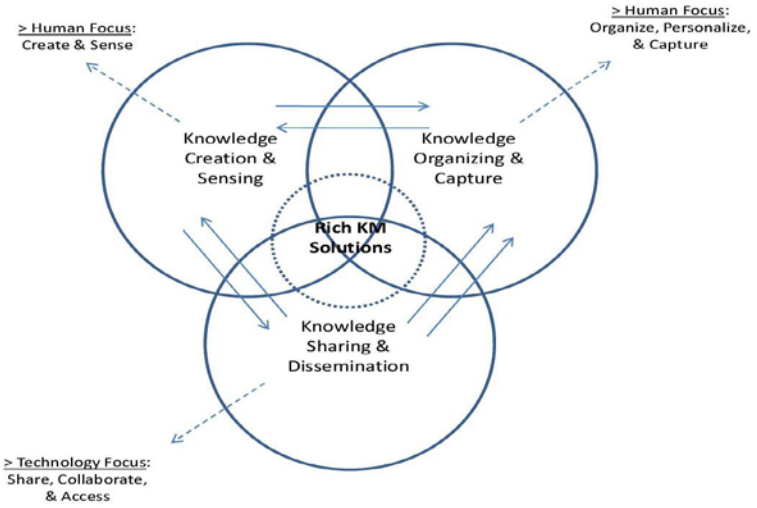
One popular and widely-used approach is to think of knowledge management in terms of three components, namely people, processes and technology:

People: Getting an organisation's culture (including values and behaviours) "right" for knowledge management is typically the most important and yet often the most difficult challenge. Knowledge management is first and foremost a people issue. Does the culture of your organisation support on-going learning and knowledge sharing? Are people motivated and rewarded for creating, sharing and using knowledge? Is there a culture of openness and mutual respect and support? Or is your organisation very hierarchical where "knowledge is power" and so people are reluctant to share? Are people under constant pressure to act, with no time for knowledge-seeking or reflection? Do they feel inspired to innovate and learn from mistakes, or is there a strong "blame and shame" culture?

Processes: In order to improve knowledge sharing, organisations often need to make changes to the way their internal processes are structured, and sometimes even the organisational structure itself. For example, if an organisation is structured in such a way that different parts of it are competing for resources, then this will most likely be a barrier to knowledge sharing. Looking at the many aspects of "how things are done around here" in your organisation, which processes constitute either barriers to, or enablers of, knowledge management? How can these processes be adapted, or what new processes can be introduced, to support people in creating, sharing and using knowledge?

Technology: A common misconception is that knowledge management is mainly about technology – getting an intranet, linking people by e-mail, compiling information databases etc. Technology is often a crucial enabler of knowledge management – it can help connect people with information, and people with each other, but it is not the solution. And it is vital that any technology used "fits" the organisation's people and processes – otherwise it will simply not be used.

An organisation's primary focus should be on developing a knowledge-friendly culture and knowledge-friendly behaviours among its people, which should be supported by the appropriate processes, and which may be enabled through technology.



THE PEOPLE-PROCESS-TECHNOLOGY MODEL OF KM
(Source: Internet)

How To Start Off With Km In The Organisation?

With such a wide range of definitions, philosophies, methodologies, tools and techniques, approaching knowledge management can initially seem quite cumbersome. In starting out, many practitioners tend to offer the following types of advice:

Look into the Alternatives

It is useful to gain a broad understanding of the variety of approaches to knowledge management. Not only are there many alternatives, but also some of them differ quite widely from others in their methods. Before selecting the approach or approaches, the available options are to be explored.

Don't get carried away by "the best method"

There is no single "right" way to approach knowledge management. Knowledge management methods are as varied as the organisations in which they are implemented. Every organisation is different and so its approach to knowledge management will need to reflect its own particular circumstances. There is no "one size fits all". The "best" approach will be one that works well for your organisation.

Keep it simple and understandable.

There is still quite a lot of confusion about what knowledge management actually is and what it involves. The text book definitions add to the confusion and people are misguided as they start thinking that it's a rocket science. Get clear on what knowledge management means for the organisation. Then make the concepts of knowledge management real for others in the organisation. Use simple definitions and simple language to explore real problems and opportunities. Create a clear, tangible picture of the benefits of knowledge management as they relate to the

organisation's specific goals and circumstances.

Learn while doing

Avoid the temptation to wait until the people have "mastered" the theory of knowledge management before getting started on the practice. (The theory is constantly evolving). One of the best ways to learn is "on the job". One can learn a great deal from what others have done, but one can only learn what does and doesn't work for the organisation when one actually get started and do something.

Consider what is already being done

Start from where one is, with what one has. In most organisations there will already be examples of good knowledge management practice – except they won't usually be thought of as knowledge management. Look around the organisation for current activities that might already be related to knowledge management – not necessarily big projects or initiatives, but simple, day-to-day ways of doing things. Look for teams or groups that are currently sharing knowledge, and make connections with these people. Find out how it is benefiting those people and the organisation as a whole. Celebrate and build on these examples of good practice.

Look at the organisation's goals

Given that knowledge management is not an end in itself, but rather a means to achieving organisational goals, then this is a logical place to start. Look at both the long-term goals and short to medium-term objectives of your organisation: what are they? How might knowledge management help you to achieve them? Then look at what people – teams and individuals – do in your organisation. What are the services they provide? What activities and processes do they perform in order to provide those services? How might they be done better for the benefit of individual staff, the organisation a whole, and your patients? What knowledge do people need in order to do their jobs? What knowledge might they need in order to do them better? How can an organization acquire, create, use and share that knowledge to bring that about? In what ways are an organization already doing so? How might it cando it better?

Look for needs, problems and pains

Another good place to start is with what some managers call "needs, problems and pains". These are the things that are not working well in the organisation: things that are getting in the way of people doing a good job, things that irritate people and make their lives difficult, things that hamper the quality of the service to patients. Talk to people and start to build up a list of some of the major needs, problems and pains in your organisation. From there, one can select one or several of these with which to start, and look at how one might resolve it using knowledge management principles and practices. A great advantage of this approach is that it can allow achieving "quick wins". These are problems that are generally fairly simple and quick to resolve, but their resolution has a big impact and the results are clearly visible. Quick wins can be very useful in demonstrating the potential benefits of knowledge management to both managers and staff – there is nothing like real results to win people over.

Taking one step at a time

Attempting to launch an organisation-wide knowledge management programme without building the evidence first is unfortunately a common mistake, but one to be avoided. Some organisations prefer to "dip their toe in the water" with one or two initiatives before considering a formal knowledge management strategy; others choose not to create a formal strategy at all, choosing instead to take a more informal or incremental approach. Either way, whether onechooses to create a formal knowledge management strategy or not, a large-scale, high-cost, "big bang" roll-out is not recommended. Knowledge management is more an iterative process of continuous development. Hence, it is far better to gradually introduce a series of practical, manageable changes. Then, as interest develops, one can look to expand the initiatives.

Run it an "parallel production"

When looking to implement any major new initiative, conducting a pilot is essential. A pilot involves "test driving" the initiative on a relatively small scale in order to learn what works and what doesn't, make any necessary changes accordingly, and gather clear, demonstrable evidence about the benefits, before rolling out the initiative on a larger scale. This means that when you come to roll it out, you have already made most of your mistakes, and you have something that has been proven to work well in practice. In terms of securing resources and support, this is a whole different proposition to having an idea in theory.

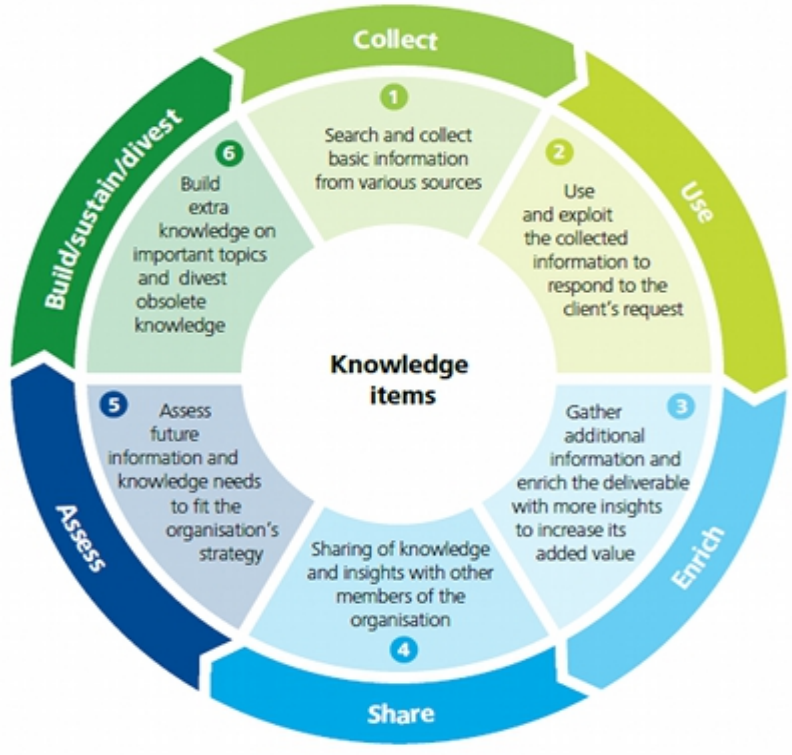
The "big three": people, processes, technology

In implementing knowledge management tools and techniques, never forget the importance of creating the right kind of environment. Your organisation's people, processes and technology will at all times be acting as either enablers of, or barriers to, the effective use of your knowledge management tools. You need to identify the barriers and remove them, and build on the enablers. If you have already tried to implement something and it hasn't worked, this is where you need to look. If you are about to implement something, look before you leap.

The ultimate aim: institutionalisation

Granted, you are just starting out with knowledge management. This is the beginning of the road. However it is worth keeping one eye on the horizon further down that road. It is useful to bear in mind that success in knowledge management does not involve building up a big new department or a whole network of people with "knowledge" in their job title. You may need to do these things to some degree in the medium-term. However the ultimate aim is for knowledge management to be fully "institutionalised". Or in other words, so embedded in the way your organisation does things, so intrinsic in people's day-to-day ways of working, that nobody even talks about knowledge management any more – they just do it. So if you are a knowledge manager, you will know that you have fully succeeded when you have worked yourself out of a job!

KNOWLEDGE MANAGEMENT PROCESS AND LIFE CYCLE



KNOWLEDGE MANANGEMENT LIFE CYCLE

(Source: Internet)

The framework could be based around ten key areas of activity:

- **Obtaining & Acquiring Knowledge** – Protocols and Mechanism for capturing explicit and tacit knowledge.
- **Transmission of Knowledge** – Protocols and Mechanism for transferring knowledge among and between its various sources and forms.
- **Retaining Knowledge** – Protocols and Mechanism for retaining organizational knowledge, especially during periods of organizational change.
- **Content management** – Protocols and Mechanism for efficiently managing the organizational knowledge base.
- **Knowledge Capital** – Protocols and Mechanism for measuring and developing the government's human and social capital.
- **Interdepartmental Connect**– Protocols and Mechanism policies and processes for promoting and supporting knowledge-based community working across and between departments.
- **Building Knowledge sharing environment** – Protocols and Mechanism to create the necessary

cultural changes to embed the knowledge management ethos into working practices.

- **Knowledge Partnerships** – Protocols and Mechanism for promoting and supporting knowledge partnerships between central government and key partners such as local government, departmental agencies, non-departmental public bodies, voluntary and community organizations etc.
- **Supporting key business activities** – Protocols and Mechanism to support key business activities in government such as project management, the legislative process, delivery monitoring etc
- **Knowledge benchmarking** – Protocols and Mechanism for benchmarking current knowledge management capabilities and practices for improving performance.

AIM & OBJECTIVES

AIM

- To explore the correlates of Knowledge Management.

OBJECTIVES

The literature review of various research papers related to knowledge management was done in order to explore the following objectives:

1. To explore the conceptual framework of Knowledge management (KM) in order to make an organization, a learning organization
2. To explore the benefits of KM to build the synergy leading to competitive advantage for an organization.
3. To explore the ways in which KM creates Knowledge networks within the organization
4. To study the role of KM in developing social intelligence.
5. To study the role of KM in bringing about change readiness of the people of the organization.

REVIEW OF LITERATURE

Peter Sun, Waikato Management School, University of Waikato, Hamilton, New Zealand in 1010, studied Five key organizational themes: systemic knowledge; strategic engagement; social networking (external and internal); cultural context; process and structural context. Organizations operating in a stable environment where the focus is on standardization and cost leadership, perhaps a greater emphasis on process and structural context and on internal social networking may be more important for greater knowledge utilization. For organizations operating in a more dynamic environment, where the focus is on innovation and differentiation, perhaps a greater emphasis on systemic knowledge and external social networking are more important for external knowledge acquisition. Organizations operating mixed strategies need to balance the acquisition of new external knowledge with the continuous exploitation of existing knowledge. Although leadership behaviour is critical for knowledge management, its impact depends on the platform of routines and processes

built for it. The identified routines and their influence on knowledge management are invaluable for knowledge management practitioners.

Tae-Wan Kim and Hyoun-Woo Joh (2011), Studied Key barriers and their strategic responses to activate knowledge sharing in construction organizations. The paper explores that Construction is also a knowledge-based industry and construction firms have been managing knowledge informally for years. However, construction firms have begun to commit knowledge management officially while facing challenging internal and external environment. Construction experts can be better knowledge activists when they are educated and trained to understand how to communicate with other people.

Knowledge activists have these three roles: (1) catalysts of knowledge creation, (2) connectors of knowledge creation initiatives and (3) merchants of foresight. The more construction experts become knowledge activists, the better KM of an organization should be activated.

The research paper explores the six characteristics of hallways:
(1) Dependency and reliability on open discussion, not speeches by the senior management,
(2) Equitable and unbiased participative approach,
(3)Reinforcement of various aspects, frame of references
(4) No expert based flow of information,
(5) Use of a participant-generated database, and
(6) The creating a common database for tacit knowledge

Providing hallways in an organization can play a positive role. The possible 7 key barriers were:

- Lack of time
- Poor communication skills
- Intolerance of failure
- Lack of up-to-date knowledge
- Lack of Transparent reward and recognition system
- Shortage of infrastructure supporting knowledge sharing
- Lack of integration of IT systems and processes

Nowshade Kabir and Elias Carayannis (2011) researched on the relationship between Big Data, Tacit Knowledge and Organizational Competitiveness. In a day-to-day business activity, organizations produce or gather a large number of information about their customers, suppliers, competitors, processes, operations, routines and procedures. They also capture communication data from mobile devices, instruments, tools, machines and transmissions. Much of this data possesses an enormous amount of valuable knowledge, exploitation of which could yield economic benefit. Not too long ago, to obtain value from data, it was necessary to collect data on purpose based on specific objectives. Today, to keep up with the information explosion, and possible use of the data in future, combined with decreasing cost of storage capabilities and ubiquitous connectivity,

intentionally or being compelled due to regulatory or other reasons, organizations are amassing big amount of data. Many organizations are taking advantage of business analytics and intelligence solutions to help them find new insights in their business processes and performance. For companies, however, it is still a nascent area, and many of them understands that there are more knowledge and insights that can be extracted from available big data using creativity, recombination and innovative methods, apply it to new knowledge creation and produce substantial value. This has created a need for finding a suitable approach in the firm's big data related strategy. This paper explored that big data is indeed a source of firm's competitive advantage and consider that it is essential to have the right combination of people, tool and data along with management support and data-oriented culture to gain competitiveness from big data. The researchers also try to put forward a fact that organizations should consider the knowledge hidden in the big data as tacit knowledge and they should take advantage of the cumulative experience and knowledge by the companies.

Max Evans and Natasha Ali (2013), Knowledge Management (KM) research has focused separately on identifying valuable knowledge assets of the firm; comprehending the KM life cycle; and signifying edges, practices, and technologies that facilitates effective KM. These three elements are vital, but very few studies have presented a holistic view of all three perspectives. The paper proposes three main objectives that together form a general framework for understanding and implementing knowledge management. The first objective is to explain and describe valuable, distinctive knowledge assets (Boisot, 1998) available to the organization. Knowledge assets may be understood as both the tangible assets that can be codified or encapsulated (referred to as knowledge containers (McElroy, 1999; 2003) and the intangible assets in the minds, bodies and relationships of the employees. Focusing on the knowledge asset is what distinguishes knowledge management from document management (McElroy, 1999). The second objective is to understand the life cycle of managing organizational knowledge. The third objective is to build on the core principles and activities of previous frameworks and life cycle models to create a simple, practical incorporated second-generation KM life cycle model.

Vyda Mozuriuniene, Palmira Juceviciene and Kestutis Mozuriunas (2013) elaborate on the influence of cultural factors in creating Organization's Knowing (OK). *Organization's knowing* indicates the holistic method to knowledge that exists in the organization and is related to people, technologies, structures and organization's culture. According to Stankeviciute (2002), OK implies the constantly changing knowing because of the interaction between organization's people and their teams' tacit knowing and explicit knowledge. Juceviciene, Mozuriuniene (2011) pointed out that OK embraces *complete* knowledge of the entire individual persons that make an organization, the knowing of *all the* groups/

teams / departments in organization and the knowing of organizational level; i.e. explicit, implicit and tacit knowing. So, OK embraces the organization's culture as the sense of unity prevailing in the organization that was formed on the basis of common, interrelated values.

Organization's knowing (Stankeviciute, 2002) defines all the knowledge (explicit, implicit and tacit), present in the organization (according to Juceviciene, Mozuriuniene (2011), characteristic for individual, group and organization's levels). It includes all the significant knowledge for the organization and developed within the organization. It is referred as an *organizational knowing*. However, some knowledge in organization exists 'unofficially', which gets created in non-formal way, and is mostly incidental. This is informal organization's knowing. The model of organizational knowledge (SECI) by Nonaka, Takeuchi (1995) explains that the interaction and transformation of tacit and explicit knowledge takes part during the interaction of individuals.

Johnson (2007) criticized the theory of organizational knowing creation developed by I. Nonaka.Johnson (2007) explains further in his own method to the creation of explicit knowledge from tacit knowledge. Precisely, creation, and not the conversion, of tacit knowledge into explicit knowledge are emphasized in Johnson's approach. Juceviciene, Mozuriuniene (2011) did not contrast the approaches developed by Nonaka, Takeuchi (1995) and Johnson (2007). They believe that each stage of SECI model by Nonaka and Takeuchi (1995) could be accompanied by Johnson's individual learning which emerges in the process of constructing his/her own personal knowledge.

As Czarniawska (2007) states, knowledge is eventually linked with the human actions, and the various forms of business undertakings are the deep reflection of cultural roots and knowledge structure. Hofstede (1990) elaborates that national cultural factors influence the organization's culture and its activity results. Can national cultural dimensions make influence on the creation of organization's knowing and to what extent? Which stages of creation of organization's knowing are considerably influenced by cultural dimensions? The paper revealed the cultural factors that influence the creation of organization's knowing. The empirical study was carried out in the multinational company within its subsidiaries in three Baltic countries.

Kazimierz Krzakiewicz(2013) researched on Dynamic capabilities and knowledge management. The dynamic capabilities concept was formed and has been developed by integration of evolutionary theory, transaction cost theory, and the organisational learning and tacit knowledge concepts. Dynamic Capabilities are defined as "the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (Teece, 1994). It facilitates to reduce crucial contradictions of the strategic management theory, especially the ones

related to “internal and external” factors. The conceptual framework is based on the knowledge of the firm on the way resources are proactively managed in order to form new asset combinations and thereby capture economic rent. The said knowledge is of utmost priority if the organizations are competing in the knowledge economy. The dynamic capabilities paradigm opens up perspectives for the all-encompassing analysis of various business strategy aspects, especially those that are crucial in ensuring a firm’s long-term success, such as entrepreneurship, change management or knowledge-based competitiveness.

Shu-Hung Hsu, (2014) researched on the effects of organization culture, organizational learning and IT strategy on on Knowledge Management and Performance. Firms need to grow IT strategies for its long term competitiveness. Knowledge plays an extremely important role of business world in the twenty first century. Knowledge can be viewed as a great supporter for firm’s performance to create a competitive advantage. Therefore, knowledge and IT strategy become powerful weapons of a firm in the marketplace.

A business organization has to include with IT strategy, knowledge, organizational learning, and organizational culture for achieving a true competitive advantage that become necessary and no hesitate to implicate and integrate those. Because of competitive advantage is the basic factor for creating the economic value and advancing performance. The researcher proposes that is the effects of IT strategy, organizational learning, organizational culture, and knowledge management on performance, but the affectedness is still the questions for the marketplace and the gaps for the current research streams. Few of current researches have presented the affectedness on performance for organizations with using or adopting IT strategy, organizational learning, organizational culture, and knowledge management that would be a worthwhile topic and an important issue for the researcher to investigate and to find out the results.

Dorota Chmielewska-Muciek,and Agnieszka Sitko-Lutek(2013) studied Organizational culture conditions of Knowledge management. Perceiving organizational culture of an enterprise as one of the main factors supporting implementation and realization of knowledge management was the basis of elaborating this issue. An overview was done to determine cultural conditioning of knowledge management was taken. The literature review allowed to select several dozen of characteristics creating convenient, for knowledge management, cultural environment. These characteristics reflecting determined patterns of thinking and behaving, were next identified as cultural values. These are: focus on people, low power distance, pro-innovation, status based on achievements, collectivism, external orientation and high tolerance of uncertainty. Strengthening or promoting of selected cultural values would favour knowledge management.

Jelena Rašula, Vesna Bosilj Vukšić and Mojca Indihar Štemberger(2012) researched on the impact of knowledge management on

organisational performance. Knowledge management is a process that transforms individual knowledge into organisational knowledge. They cited that creating, accumulating, organising and utilising knowledge, organisations can enhance organisational performance. The impact of knowledge management practices on performance was empirically tested through structural equation modelling. The sample included 329 companies both in Slovenia and Croatia with more than 50 employees. The results showed that knowledge management practices measured through. Information technology, organisation and knowledge positively affect organisational performance.

Mihai Vărzaru and Anca Antoaneta Vărzaru (2013) researched on knowledge management and organisational structure design process. Nonaka and Takeuchi campaign for a structure called "hypertext organization" that develops an organizational design with two "extremes":

-A perfect bureaucratic structure (hierarchical);

-A project group based structure (flatter).

An organization that makes the two structures coexist is likely to increase performance both at innovation activities both and at routine ones. In this organization, each actor has a position in a predefined bureaucratic system, in order to perform "everyday" tasks. Each employee may also form part of a team comprising for innovation and remain regrouped until the end of the project. Compared with the "matrix" structure in which the collaborators respond simultaneously to the two structures, in this case, they develop in only one context at the same time (hierarchy or team context). The main objective of the hypertext organization is particularly to provide the organization with means and mechanisms of learning that allow a continuous development. For this purpose, the hypertext organization contains a third structure or "wrapper" which is its own knowledge base. This coating includes the knowledge created and accumulated by the organisation as vision, culture, technology, etc. its databases.

In a paper written by Dr. S. Deepa (2014) on knowledge networks and social intelligence, she states that Studying knowledge networks is related to knowledge management where the organization is viewed as a body of knowledge and employees are carriers of knowledge within their discipline. Implementation of knowledge builds organizational capabilities. Complex knowledge emerges not from work simplification but from the social exchange of those within and across organizations. This is especially the case when viewing organizations as part of the global community. In today's competitive environment, managers must rediscover and understand knowledge network in action. The focus is on knowledge sharing, collaboration, and actionable results. Knowledge network operates at all levels of the organization, even between organization worldwide. It is made up of individuals tied to specific relationships.

Knowledge networks view the organization as a body of knowledge, which is the core of a learning organization. Knowledge Network is a social structure made up of individuals (nodes), tied by one or more specific relationship like values, affiliation and specialty. It creates, transforms, and communicates knowledge embedded in a web of social, economic and administrative relationships. Knowledge networks operate at all levels of the organization, even among organizations worldwide. It points out to the fabric of relationships that can make or break knowledge-sharing and knowledge transfer. A knowledge network approach also helps in explaining how organizational knowledge is accumulated and applied. Complex knowledge emerges not from work simplification but from the way individuals interact with one another within and across organizations. Studying knowledge networks also alerts us to the importance and hidden powers of personality, attitude, perceptions and the resulting behavior and performance that determines the direction and potential of the business. Once learned, it makes it easier to decide who should share knowledge with whom, for what reasons, and for how long, before certain outcomes can be realized.

Goel, Alok; Rana, Geeta; Rastogi, Renu (2010) in their research paper on Knowledge Management as a Process to Develop Sustainable Competitive Advantage stated that KM can play a critical role in the strategic management of human capital in a government organization. A survey was done on Knowledge management system (KMS) in Indian public sector. The paper outlines the perspective of KM and examines the way it characterizes knowledge sharing processes. It analysis the extent, strategy and imperatives Of KM and role of information technology in creating a virtual organization for knowledge sharing purposes. The results indicate that more government organizations need to consider the strengths of KM and implement formal KM strategy. The research findings indicate that KM could improve organizational and managerial as well as financial aspects for sustainable competitive advantage.

Lavergne, Renée; Earl, Ronald L. (2006), stated that KM creates value in the organization. The knowledge economy has sparked considerable interest in knowledge management [KM] over the last decade. This interest has encouraged numerous scientific disciplines to address knowledge issues in a variety of different ways. The result is the proliferation of models and concepts developed by different schools of thought. Effective infra-organizational KM suggests: 1) a need for the integration of these various models, concepts and perspectives to service the overall knowledge needs and interests of organizations and 2) a holistic approach to KM that leverages the different human and technical aspects presently under consideration in many organizations. Since all of these concepts and models aim to increase the value of goods and services produced by organizations, a need exists to assess them using value creation measurement tools and techniques. Such an approach will help in the achievement of a certain level of maturity in KM through

which the appropriate choice of KM tools and mechanisms support the integration of organizational resources. In this article, the literature on KM and value creation is reviewed to determine possible connections among the various models and concepts and determine how KM can be assessed from a value creation perspective. By establishing a relationship between knowledge concepts, which form the basis of individual skills, and organizational competencies and value creation concepts, which measure the value of organization, a foundation upon which to build an integrated organizational model for KM is provided.

Geeta Rana (2011) talks about convergence of Knowledge Management & Talent Management Programme for achieving Sustainable Competitive Advantage. Knowledge technology is linked with critical issues of talent management programme. Knowledge Management Systems are dedicated to retaining and leveraging knowledge, It should be pointed out that this study is how to transfer knowledge from one person to other and also how organizations can evaluate their performance on that basis. Ensuring an effective transfer of knowledge requires an understanding of the dynamics and organizational processes. During talent management programmes, the personal goals and values of the individual should match with that of the organization to make a better culture-fit. Retention of knowledge workers, development of knowledge workers is only possible through development activities with knowledge management technologies.

Geoff Turner, and Clemente Minonne, (2010) emphasized while measuring the effects of KM practices, Successful managers focus their attention on factors that are critical in establishing and maintaining an organisation's competitive edge. The knowledge and skill of employees is one of those factors and it requires proactive management attention. Conceptually, this is achieved through Knowledge Management, a term that has existed in the mainstream of business lexicon for quite some time. Despite this, there is the conspicuous absence of a common understanding of the term that frustrates many managers. Studies have clearly established that there are three interdependent and complementary pillars that support the concept of Knowledge Management. These are Organisational Learning Management (OLM), Organisational Knowledge Management (OKM) and Intellectual Capital Management (ICM). OLM, which has so far dominated both academic and practitioner debate, concerns itself with the problem of capturing, organising and retrieving explicit knowledge, or information, and hassled to the simplistic misconception that Knowledge Management only involves the capture, or downloading, of the content of employees' minds. ICM is dominated by those particularly interested in defining key performance indicators that will measure the impact and the benefits of applying knowledge management practices. If management requires measurement this is an essential task but it can only be undertaken once an organisation has clearly established the strategy-structure-process parameters to

ensure it accesses, creates and embeds the knowledge that it needs...the OKM pillar of knowledge management. This paper looks more deeply at this pillar and in particular the lack of a general integrative approach to enhancing organisational performance in this key strategic area. It considers to what extent such an approach may help an organisation more effectively manage its most relevant source of competitive advantage. With a greater awareness of the various factors allied to the managing and leveraging of human oriented and system oriented knowledge assets, some proposals are put forward to assist in developing or redefining an organisation's intellectual capital reporting models in search of a planning, control and performance measurement system that accounts for the management of an organisation's
Intellectual assets.

Emad Abu-Shanab, Maram Haddaand Michael B Knight (2014) conducted a research to know how the knowledge sharing practices develop a learning organization. Knowledge sharing is an important aspect of knowledge management that contributes to enhancing organizational learning to face competition. This paper tries to explore and analyse the relationship between different variables like information technology infrastructure, supportive organizational policies, knowledge sharing motivation, knowledge sharing practices and ongoing organizational learning. Data was collected using a questionnaire from 59 employees of Orange Company, a major telecommunication company in Jordan, and was analysed using descriptive and multiple regression techniques. The results indicated that there is a significant positive relationship between knowledge sharing practices and on-going organizational learning. Firms need to emphasize the role of organizational learning in sustaining competitive advantage and furnish needed tools to encourage knowledge management practices. It is vital for organizations to set up an environment for social interaction as a means for knowledge sharing.

Mehdi Abzari, ArashShahin, Ali Abasaltian(2014) developed a conceptual framework for knowledge sharing behavior by considering emotional, social and cognitive intelligence. Present age is called knowledge economy age. Hence, many organizations think about using tools like knowledge management for their survival. Human activities such as knowledge sharing among organizational members are the basis of knowledge management process in organizations. In many scientific articles, the impact of human traits such as intelligent on knowledge is discussed. It was a descriptive survey – type. It aimed at studying the impact of employees' intelligent components on knowledge sharing behaviour. Data collection method was a three – part questionnaire and the sample size includes 105 employees of an organizations. Content validity was supported by elites and the reliability of the questionnaire was proved by Chronbach's alpha ratio. All data were analyzed by correlation test and multivariate regression. Likewise, intelligent components were studied by Boyatzis' model. Research findings indicated that social intelligence

and emotional intelligence impact on knowledge sharing behavior positively and significantly. Also, the relationship between the aspects of emotional intelligence (self – management, self – awareness) and the aspects of social intelligence (social awareness and relations management) with knowledge sharing behavior was supported.

Fariza H. Rusly, James L. Corner and Peter Sun (2011) in their research on knowledge management tried to judge position the readiness towards change. This paper proposed a conceptual model for understanding the influence of change readiness on knowledge management processes and knowledge management effectiveness. It is suggested that change readiness should be assessed as a multidimensional construct consisting of psychological and structural facets. Furthermore, as the process of managing organizational knowledge requires interaction among members of the organization, a holistic view of readiness at individual and organizational levels is presented. Design/methodology/approach – A comprehensive literature review results in the development of the conceptual model that depicts potential relationships between change readiness and knowledge management processes. It also postulates the effects of different knowledge management processes on effective knowledge management implementation.

Scrutiny of the literature shows the importance of change readiness on the knowledge management processes. The paucity of empirical knowledge in this area is explained not only by a lack of KM studies from a change management perspective, but also by the oversimplified representation of the change readiness construct in the extant literature. This is inadequate to explain the influences of change readiness on the effective implementation of KM processes. This paper addresses the gap found in the literature on KM critical success factors by integrating change elements in the assessment of successful KM initiatives. The multidimensional and multilevel characteristics of change readiness have been discussed in order to provide a holistic analysis of the construct in the KM context. The paper proposed a conceptual model for integrating change readiness in knowledge management initiatives. Therefore, the discussions were devised on the basis of expected findings. Nevertheless, once accomplished this study should reveal the importance of change readiness for effective KM processes and initiatives. On the basis of the proposed implications of change readiness for the three KM processes, various issues warrant further analysis. It is expected that the way change readiness impacts each knowledge management process is also dependent on the nature of the process itself. First, it is posited that readiness at the individual level is crucial for knowledge acquisition, since the process requires the establishment of beliefs to assure employees about the importance of acquiring new knowledge. Aligned with this suggestion, it is expected that a higher level of individual understanding about KM needs and requirements, guided by a clear KM vision with appropriate communication and

learning environment, could enhance readiness to participate in the knowledge acquisition process.

Further, from the literature review, the knowledge creation process is expected to be the most demanding process. The process is complex since it requires willingness among individuals to externalize their tacit knowledge. This knowledge will then be internalized by others as new knowledge. Externalization might only occur in the situation where there is a strong reason for an individual to believe that it is appropriate and useful to externalize their knowledge (valence).

Additionally, knowledge creation is also widely agreed upon as being a group effort. Therefore, collective efforts among employees to participate in the process rely on their mutual beliefs about the ability to commit to and survive the change process. It is expected that if employees have positive insights on their shared capability and group commitment, the process of knowledge creation could be accomplished successfully. Likewise, as knowledge creation is a group effort, structural elements such as communication, learning and vision are expected to affect the knowledge creation process, enabling a more streamlined process to be carried out by the different groups or departments in the organization.

Moreover, while many studies promote the use of technology as a platform for knowledge sharing, analysis of the literature suggests that individual indicators could largely explain the readiness for knowledge sharing. In conjunction with this indication, higher readiness for embracing changes in the knowledge sharing processes could be achieved by creating positive insights among the employees about the appropriateness and value of the proposed change. Such merits include the opportunity for professional growth. If the employees perceive that they are capable of handling and adapting to the changes during the process, they are expected to be more ready to share their knowledge with others. The individuals' willingness to commit to the knowledge sharing process is also predicted to be influenced by their views on the organizational support. Supporting factors, including effective communication and wide participation opportunities in the knowledge sharing initiative could facilitate knowledge dissemination within the organization.

The conceptual model presented in this paper suggests that change readiness contributes to effective KM implementation. However, this relationship could be mediated by the effects of knowledge management processes.

DISCUSSION

The above review of literature one the correlates of KM can be summarized as following:

Leadership and Five key Organization Themes.

When leadership in the organization recognizes the need to manage knowledge, the organizations defines paths to make it a routine and the ways to create an influence. This can be viewed as five key organizational themes: systemic knowledge;

strategic engagement; social networking (external and internal); cultural context; process and structural context. They individually and collectively impact the three knowledge management processes of knowledge acquisition, knowledge creation, and knowledge utilization and sharing.

Big Data and Knowledge management

The knowledge residing in the big data is indeed tacit and in most of the cases open to explicability. Once extracted this new knowledge can be transferred, used and shared much like any other explicit knowledge. This new and unique knowledge has all the potential of creating economic value for an organization and innovation, productivity and growth. Thus, It is also a possible major source of competitive advantage. A big data centric knowledge strategy framework that outlines requirements processes and outcomes of a big data initiative that aims at creating competitive advantage.

The emergence of big data phenomenon is the result of a blending of several rising trends: the proliferation of social and business networks, the growth of mobile telecommunication, dramatic cost reduction in data collection, storage, processing and transportation and the increased deployment of sensors and machine to machine communication along with technological advancement in cloud computing, smart ICTs, data mining and analytics(OECD, 2011).

Knowledge management and Organization Knowing

The creation of *Organization Knowing (OK)* is impacted by the cultural factors that may exert the positive influence:

- Low power distance;
- Low uncertainty avoidance;
- Collectivism;
- Femininity.

These cultural factors determine the creation of organization‘s knowledge in the processes of socialization, externalization, combination, internationalization and individual‘s independent learning. It is defined that: The biggest influence on these processes is made by the factors of low power distance, collectively and femininity. The influence of these cultural factors on OK creation depends more on the profile of employees and their activity type than on the national cultural dimensions of the countries the headquarter and subsidiaries are located in.

Some extreme external factors may obscure the favourable context of knowledge employees profile and their activity type, and in this case the influence of cultural factors on OK creation becomes weak.

Aiming for the successful creation of OK, the managers in knowledge organizations have to focus on hiring competent knowledge employees, low uncertainty avoidance, collectivity and femininity. However, they have to keep in mind that the extremely unfavourable external factors (e.g. the consequences of economic crisis) may become the main obstacles that impede

knowledge employee's activity in developing OK and decrease the influence of cultural factors perceived by employees.

however knowledge management requires consideration for existing cultural factors in implementation of proper operational solutions and on the other hand – means the necessity of shaping proper culture values.

Dynamic capabilities and Knowledge management

The concept of dynamic capabilities paves a way towards a new mechanism of developing competitive advantages, one that is characteristic of innovative, information driven economy. This mechanism is founded not just on the organization's pool of tacit knowledge (its key strategic asset), but primarily on the organization's ability to capture economic returns from its knowledge assets., there were a relationship between IT strategy and knowledge management, organization cultural and knowledge management, organizational learning and knowledge management, knowledge management and performance, IT strategy and performance, organization cultural and performance, and organizational learning and performance.

Organization Culture and Knowledge management

Shaping of organizational culture supporting knowledge management should take into consideration the following operations:

- Strengthening focus on people,
- Lowering the power distance,
- Strengthening status based on achievements,
- Strong presenting of pro-innovation,
- Confirm collectivism
- Demonstrating openness on environment,
- Use of knowledge management in dealing with changes.

Although shaping organizational culture is a difficult process due to its complexity,

It Infrastructure and Knowledge management

It is important to notice that IT does not have a direct influence on knowledge, but an indirect one through organisational elements as an enabler of a better collaboration among people in the organisation, motivation of people in the organisation and the process view of the organisation.

Knowledge Networks and Knowledge Management

Knowledge networks have several overall contributions to advance the cause of business:

- Support partnership and alliances by reinforcing commonality of interests and goals
- Stabilize people at work through reciprocity and knowledge-sharing within a specialty.
- Protect and expedite knowledge gained over time in a specialized domain
- Eliminate waste of time and resources.
- Improve morale and trust within teams, groups and committee over time.
- Contribute to cohesion and a feeling of belonging through mutual interdependence

- Generate new ideas and promote innovation which contributes to advancement, recognition, and job enrichment
- Promote knowledge-sharing via group decision-making and group consensus

Corporate sustainability and Knowledge management

Corporate sustainability is strongly linked to KM. Developing a KM strategy is the core to the concept of sustainability as an improvement in the way knowledge assets are managed and reported, can lead to better corporate governance, facilitate continuous improvement, enhance stakeholder value and provide sustainable competitive advantage.

Learning organization and Knowledge management

Any organization that acknowledges and encourages learning and has specific learning culture by which it develops its own employee learning practices to select the most appropriate strategies can be identified as a "learning organization" (Skuncikieneet al., 2009). Also, a learning organization is "a place where employees excel at creating, acquiring, and transferring knowledge" (Garvin et al., 2008, p. 110). The main building blocks of learning organizations are: Supportive learning environment, Concrete learning processes and practices, and leadership practices (Rijal, 2009).

Some research studies indicated that employees' motivation to share knowledge should be associated with a good level of organizational learning (e.g., Yang and Wu, 2008); motivation (intrinsic or extrinsic) is important to KSP and OOL implementation.

Social Intelligence and knowledge management

The paper studies intelligence factors (self – management, self – awareness, systematic thinking, pattern recognition capability and relations management) which impact on knowledge sharing behaviour. These studies indicate that social intelligence competency and emotional intelligence competency impact on knowledge sharing behavior positively and significantly. Based on acquired relations, it is suggested to consider intelligent components (relations management, self – awareness, social awareness and self – management) during employing knowledge – oriented employees. Among three intelligent component (cognitive, emotional, social), social intelligence competency has the highest impact on knowledge sharing behaviour while cognitive intelligence correlation with knowledge sharing behaviour is not supported.

Change Readiness and Knowledge Management

The study suggested the inclusion of change management in the assessment of KM failures and success factors. While many studies focus on assessing implementation success, some proposes attention should be given to the phases prior to the KM implementation stage. The assessment of beliefs about the proposed changes at the earlier stage enables consideration of various elements that will shape employees'

behavior and attitude towards the change implementation. Various studies point out the effects of structural elements as being critical to the success of KM implementation, particularly at the organizational level. However, many fail to fill the gap in understanding the psychological elements that potentially affect the individual's readiness to participate in the process of managing knowledge. This paper highlights the multidimensional characteristic of change readiness. Further, it proposes that the assessment of KM success and effectiveness should reflect both the structural elements underlying the process and employees' psychological beliefs about the changing nature of organizational KM processes. It can be anticipated that various aggregations of the change readiness indicators influence each KM process. Nevertheless, exactly how change readiness contributes to the different KM processes remains unclear. The psychological dimension of change readiness could be more significant for small and medium organizations, as they might perceive that willingness to change would help them to survive in a competitive market. However, their efforts could be hindered due to constraints related to resources and infrastructures.

Further, analysis of the change readiness influences on KM processes among different industries might be worth studying. For example, new knowledge acquired and created in manufacturing organizations might be translated into a more tangible form such as the design and production of merchandise, thus making this knowledge more explicit in nature. In contrast, service organizations would primarily deal with the management of tacit knowledge in order to provide advice and consultation to clients accordingly, the analysis of change readiness effects on effective KM through their influence on knowledge processes could further explain the potential predictors of effective KM. Additionally, prominent theory such as Diffusion of Innovation (Rogers, 2003) could be applied to explain the impacts of change readiness, as part of the innovation decision process, on knowledge management effectiveness. Such study could enhance theoretical understanding when changes in KM processes are viewed from the innovation perspective.

Practical implications of Knowledge management

Many KM efforts are reported as failures despite enormous investment in the development of infrastructure that supports KM processes (Chua, 2009; Lucier and Torsilieri, 1997; Storey and Barnett, 2000). From a practical perspective, the study proposes that, apart from organizational readiness, people readiness for changes in KM processes is another crucial aspect to consider in the effort to achieve KM effectiveness. The conceptual model highlights multidimensional elements of change readiness encompassing the psychological and structural elements that are present at both individual and organizational levels. Through a conceptualization of the relationships between change readiness, knowledge management processes and knowledge

management effectiveness, the study offers a number of practical guidelines for the development of KM policy and a road map for a change management perspective.

The model proposes potential influences that the readiness elements exert on the different processes for managing organizational knowledge. These expected findings could provide an input for management in allocating organizational resources that aligned with the needs for a successful implementation of the distinctive KM process. For example, from the understanding of individual psychological and structural influences on the different KM processes, change readiness could be a critical factor to consider in the selection and training of individuals to be involved in each process. This input leads to the formation of an effective KM team consisting of individuals who possesses certain psychological and structural attributes. This is essential to ensure that team quality matches with each KM process.

Furthermore, promoting psychological readiness to embrace changes in the KM initiatives should focus on convincing employees about the needs, purposes and benefits of the proposed changes. Minimizing the assumption that people's behavior can be change daily in KM implementation is essential for successful KM. Thus, management should develop a sufficient understanding among the employees regarding the importance of an improved KM processes for sustainable organization competitiveness. In addition, the level of structural readiness among the employees could be enhanced through motivational courses and training that encourages people's innovativeness and adaptability to cope with the changes. Appointing team members who can exert a positive influence on others could facilitate the change initiative. Further, an opportunity for professional growth through involvement in KM processes should be highlighted as part of employee career development, in order to promote continuous participation and commitment from the employees throughout the process of managing organizational knowledge.

CONCLUSION

At the organizational level, the psychological dimension highlights the importance of collective beliefs and confidence among the teams to collaborate in KM implementation. Therefore, designing a strategy that increases team expertise and commitment could minimize hassles that might result from the change initiatives. Strong inter-organizational relationships among teams and departments, for instance, should be enhanced as they could provide a solid platform for an effective knowledge flow within the organization.

Moreover, discussion on the organization's structural dimension for KM readiness offers an insight regarding the importance of establishing an appropriate communication structure that expands the employees' opportunity to participate in KM change initiatives. The communication structure of the organization should facilitate the exchange of ideas to improve KM effectiveness. Likewise, the contribution of

ideas from different teams during the decision to implement changes in the KM processes could lead to better decisions when designing pertinent KM processes for departments or groups functions. Strategy that encourages learning in KM processes is another imperative consideration for successful KM. A learning atmosphere that permits a considerable amount of mistakes for employees to learn during the process of acquiring, creating and sharing knowledge could increase the employees' readiness to accomplish new responsibilities and job requirements as changes are executed. As a final point, strategies for the KM implementation must be designed with a clear vision so that all of the KM initiatives practiced in the different departments or by the distinctive teams are perceived as focusing on one common goal. The alignment between KM strategy and business strategy must be established. A parallel integration of KM goals and business objectives will provide a strong indication that the implementation of KM processes in the organization is crucial to achieve the business's overall goals. A comprehensive analysis of change readiness influences could guide an organization in developing a robust KM plan that addresses both psychological and structural issues. In conclusion, further analysis of the KM implementation from a change perspective could possibly offer new insights and explanations regarding the increasing number of KM Initiatives failures.

KEY LEARNINGS

The key learning's from the literature review are as following:

- ✓ An important routine-based capability of an organization is its absorptive capacity (ACAP) capability (Todorova and Durisin, 2007; Zahra and George, 2002). Zahra and George (2002) conceptualized ACAP as consisting of four dimensions:
  - ➢ Acquisition: An organization's capability to identify and acquire externally generated information that is critical to its operations.
  - ➢ Assimilation: An organization's routines that allow it to analyse, process, interpret, and understand the information obtained from external sources.
  - ➢ Transformation: An organization's capability to develop and refine the routines that facilitate the combination of existing knowledge with newly acquired and assimilated knowledge.
  - ➢ Exploitation: An organization's ability to consistently use the new knowledge gained for commercial use over an extended period of time.
- ✓ The turbulent nature of today's business environment, attention must be paid to the fact that unique resources may easily lose their uniqueness in the rapidly changing environment, or that what has been an effective routine is suddenly becomes obsolete. Consequently, continuous organisational renewal offers the only effective mechanism for advantage-building based on dynamic capabilities.

- ✓ The finding suggested that IT strategy and performance, organization cultural and knowledge management were the important factors enhancing organization's performance.
- ✓ Focus on people, low power distance, pro-innovation, high tolerance of uncertainty, status based on achievements, collectivism, focus on exterior create a system, which also determines the attitude of employees to management, other employees, own work and environment. Defining values favoring knowledge management is not enough to build up the culture of knowledge. Mentioned values must be strongly shared by employees.
- ✓ It's been rightly proclaimed that knowledge sharing practices need to be a part of everyday conversations as organizational learning depends on individual learning and sharing to enhance organizational capabilities (organizational processes and systems) (Marshall and Smith, 2009). This means that sharing only knowledge is not enough because people need to reflect their knowledge through behaviors and actions to enhance organizational learning.
- ✓ Organizational culture has a great contribution to knowledge management due to the fact that culture determines the basic beliefs, values, and norms regarding the why and how of knowledge generation, sharing, and utilization in an organisation. An organization can achieve a competitive edge by creating and using knowledge about its' processes and by integrating its' knowledge into business processes.
- ✓ Empirical data show that organisational elements (such as culture, climate and collaboration)have a positive impact on elements of knowledge in the context of knowledge management. The positive indirect effect of IT application on knowledge management adoption through organisational elements was also confirmed.

- ✓ **Knowledge network divides itself into several types:**
  - ➢ **Knowledge Network -** Persons with whom to check and find out what is going on. It connects the real, the willing, and the available.
  - ➢ **Expert knowledge Network** - Persons to contact for advice.
  - ➢ **Career Network -** Person to turn to for advice regarding the career.
  - ➢ **Innovation Network –** Persons with whom brainstorm of new ideas can be made.
  - ➢ **Learning Network -** Person to contact for improving current operations or processes.
  - ➢ **Work Network -** Persons who are willing to share and exchange information with on a daily basis at work.
- ✓ The management of an intra-organizational knowledge system calls for another paradigm shift. The

manager must make the change from the traditional value chain to a dynamic and complex value network (Allee, 1999; Sveiby, 2001). As per the modern management the value chain is evolving into a value network. Strategic management of knowledge exchange is the key value creation element in this value network (Sveiby, 2001). Knowledge is an intangible asset, and the alignment and integration of intangible assets within an organization, while complex, have become crucial issues in value creation (Kaplan and Norton, 2004).

- ✓ The innovative strategy in the field of HRM and knowledge transfer to build an effective talent management programme is essential for competitive advantage.
- ✓ Potential implications of change readiness from both psychological and structural dimensions for knowledge acquisition, creation and sharing processes are put forward. Further, it offers possible fruitful areas for continuous research of knowledge management effectiveness from a change perspective.
- ✓ Big data is a unique knowledge resource that is immensely valuable to any organization. It helps transforming many of the traditional methods of conducting business activities. Insights and knowledge from big data boost management's ability to take well-informed decisions (Provost and Fawcett, 2013).

FUTURE DIRECTION OF RESEARCH

- ✓ This research may be expanded by including more companies to collect especially the Indian organizations, including the Public as well as the private firms.
- ✓ A comparative analysis of public and private firms in India, will throw an insight into the knowledge management dynamics and its future perspective.
- ✓ Further researchers are required that directly study the variables between organization performance and knowledge Management.
- ✓ More data and reach a sample that covers a wider range of industries; more effort is needed to find new and uncovered variables that are related to knowledge sharing or to on-going organizational learning.
- ✓ An extensive empirical analysis of change readiness as a multidimensional and multilevel construct and its impact on KM processes is crucial in order to gain a broader understanding of the phenomenon,
- ✓ The study of how change readiness affects KM processes carried out in organizations of diverse sizes, for instance, will shed light on the effects of change readiness on the processes.
- ✓ Further study is proposed towards a big data centric knowledge strategy framework that outlines

requirements, processes and outcomes of a big data initiative that aims at creating competitive advantage. Empirical researches required in this field.

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Publisher note:
Exploring the Correlates of Knowledge Management
by **Shivani Verma**
Published by **The International Journal of Indian Psychology** (www.ijip.in)
Under the e-**ISSN: 2348-5396, p-ISSN: 2349-3429, ISBN: 978-1-365-16014-1**
In Special Issue Criteria: This Special Issue part of Volume 3, 2016

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Edited, Printed and Published by RED'SHINE Publication. (India) Inc.
on behalf of the RED'MAGIC Networks. Inc. (www.redmac.in)
86: Shradhdha, 88 Navamuvada, Lunawada, Gujarat-389230
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Special Issue May 2016 by Shivani Verma